Financial Controls and Safeguarding Assets at Selected Units

AUDIT REPORT

Report Number 25-042-R25 | August 27, 2025

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Highlights

Background

The Postal Service operates approximately 31,000 retail units that provide services to customers nationwide. Retail unit employees are required to adhere to policies and procedures regarding financial reporting and the safeguarding of assets. All retail units must report their financial activity to Accounting Services daily, and retail unit management is responsible for the security of accountable items. Controls over these processes are essential for ensuring financial information is reliable and assets are protected. During a prior audit, we identified potential security matters and financial control issues at selected retail locations. As a result, we visited 10 additional retail units to determine compliance with policies and procedures and whether issues were remediated.

What We Did

Our objective was to determine compliance with policies and procedures regarding financial controls and safeguarding assets at selected Postal Service retail units. Specifically, we interviewed Postal Service management and retail associates, observed the safeguarding of assets, reviewed Postal Service (PS) Form 1412 supporting documentation, and inventoried arrow keys present at the retail units.

What We Found

Selected Postal Service retail units were not always in compliance with policies and procedures regarding financial controls and safeguarding assets. Specifically, retail associates did not always complete supporting documentation for refunds and voids, as required. Of the 553 amounts we reviewed, 122 (22 percent) did not have the required supporting documentation, and 163 (29 percent) had incomplete or inaccurate supporting documentation. In addition, unit management did not properly manage the certification of arrow keys. A total of 84 arrow keys were listed as either "in use" or "in vault" but not found; 37 arrow keys were found but not listed on the report; and 10 arrow keys' status was incorrect. Further, unit management and retail associates did not always adequately secure accountable items, as required by policy.

Recommendations and Management Comments

We made four recommendations to address the issues identified in the report. Postal Service management agreed with all four recommendations, and its comments and our evaluation are at the end of each finding and recommendation. We consider management's comments responsive, as corrective actions should resolve the issues identified in the report. See Appendix B for management's comments in their entirety.

Transmittal Letter

OFFICE OF INSPECTOR GENERAL
UNITED STATES POSTAL SERVICE

August 27, 2025

MEMORANDUM FOR: MICHAEL RAKES
VICE PRESIDENT, RETAIL AND DELIVERY
OPERATIONS – ATLANTIC AREA

CHENISE R. LEDOUX
VICE PRESIDENT, RETAIL AND DELIVERY
OPERATIONS – SOUTHERN AREA

EDUARDO H. RUIZ JR.
VICE PRESIDENT, RETAIL AND DELIVERY
OPERATIONS – WESTERN-PACIFIC AREA

CARA M. GREENE
VICE PRESIDENT, CONTROLLER

Kelly Thresher

FROM: Kelly Thresher
Deputy Assistant Inspector General
 for Finance, Pricing and Human Capital

SUBJECT: Audit Report – Financial Controls and Safeguarding Assets at Selected
Units (Report Number 25-042-R25)

This report presents the results of our audit of U.S. Postal Service's financial controls and
safeguarding assets at selected retail units.

All recommendations require U.S. Postal Service Office of Inspector General's (OIG) concurrence
before closure. Consequently, the OIG requests written confirmation when corrective actions are
completed. All recommendations should not be closed in the Postal Service's follow-up tracking
system until the OIG provides written confirmation that the recommendations can be closed.

We appreciate the cooperation and courtesy provided by your staff. If you have any questions or
need additional information, please contact Christa Owens, Director, Finance and Pricing, or me
at 703-248-2100.

Attachment

cc: Postmaster General
    Corporate Audit Response Management

Results

Introduction/Objective

This report presents the results of our self-initiated audit of the Postal Service's controls over financial reporting and safeguarding assets (Project Number 25-042). Our objective was to determine compliance with policies and procedures regarding financial controls and safeguarding assets at selected Postal Service retail units. See Appendix A for additional information about this audit.

Background

The Postal Service operates approximately 31,000 retail units that provide services nationwide. Retail unit management[1] must provide adequate security for all accountable items, such as Postal Service funds,[2] accountable paper,[3] and equipment. In addition, management is responsible for the security of Voyager credit cards[4] and arrow keys.[5] Management may delegate responsibility for accountable items to other field unit employees under their supervision and must ensure that employees provide the appropriate level of security. During a prior audit,[6] we identified potential security matters and financial control issues at selected retail locations.

Vaults, security containers of various types, and security cages are installed in postal facilities as needed for protective storage of accountable items.

The U.S. Postal Inspection Service (USPIS) determines the amount and type of security equipment that is required. Accountable items may be stored in a locked cash drawer or cabinet for short periods during the duty day. At other times, they must be stored in the main vault or security container that affords the best available protection. Management is also responsible for the security of duplicate keys, passwords, and combinations.

All retail units must report their financial activity to Accounting Services electronically at the close of each business day. Postal Service (PS) Form 1412, *Daily Financial Report*, provides individual employees and retail units with a uniform method to report financial transactions that includes refunds and voids, among other things. As part of their daily financial reporting responsibilities, employees must file the PS Form 1412 along with supporting documentation. Controls over the financial reporting process include a management review of the PS Form 1412 and its supporting documentation.

Findings Summary

We visited 10 retail units and found unit management did not always ensure retail associates (RA) completed supporting documentation for refunds and voids, properly accounted for arrow keys, or adequately secured accountable items as required by policy, as shown in Table 1.

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1   Unit management may include postmasters, local managers, and supervisors.
2   Postal Service funds include customer checks, Treasury checks, traveler's checks, bank checks, and money orders.
3   Accountable paper includes postage stamps, plain stamped envelopes, postal cards, and money order stock.
4   Every Postal Service-owned vehicle is assigned a Voyager credit card to pay for its commercially purchased fuel, oil, and routine maintenance.
5   Arrow keys are used to open mail-receiving receptacles such as street collection boxes and panels of apartment mailboxes.
6   *Bank Secrecy Act Compliance Program* (Report Number 24-043-R24).

Table 1: Summary of Findings at Selected Retail Units

Issue Identified	East Orange Main Office	Vailsburg Station	Elizabeth Main Office	Pleasant Hills Post Office	El Centro Station	Donna Main Office	Hidalgo Post Office	Chula Vista SDC	Otay Mesa Postal Store	San Ysidro Station
Refunds Not Supported	✓	✓	✓		✓	✓	✓		✓	✓
Voids Not Supported	✓	✓	✓		✓	✓	✓	✓	✓	N/A
Incorrect Arrow Key Inventory	✓		✓	N/A		✓	✓	✓	✓	✓
Accountable Items Not Secure	✓		✓	✓		✓	✓		✓	✓
Duplicate Key, Combination and Password documentation Issues	✓	✓	✓	✓				✓	✓	✓
Building Doors Not Secured				✓		✓				✓
Vault or Safe Not Functioning Properly				✓						

Source: OIG site visits.

Finding #1: Financial Reporting for Refunds and Voids

Unit management did not always ensure retail associates (RA) completed supporting documentation for refunds and voids, as required. We reviewed a judgmental sample of reported amounts[7] of refunds and voids that occurred in quarter 2, fiscal year (FY) 2025, at nine retail units. Of the 553 amounts reviewed, 122 (22 percent) did not have the required supporting documentation, and another 163 (29 percent) had incomplete or inaccurate supporting documentation. Specifically, we identified the following issues with supporting documentation for refunds and voids:

- The Daily Financial Report did not include an attached PS Form 3533 or Retail Systems Software[8] (RSS) receipt to support the reported refund or void amount.

- The type of refund was either incorrect or not indicated on the PS Form 3533.

- PS Form 3533 or RSS receipt was missing required signatures.

- RSS receipt did not include the amount of the transaction voided.

Postal Service policy states the PS Form 3533 is used to document refunds. The RA should complete the form and submit it to the closing employee as support for the Daily Financial Report. The RA and a witness are required to sign the form. In offices where there is only one employee, the RA should enter "NWA" (meaning "no witness available") on the witness signature line.[9]

Additionally, policy states that an RSS receipt is printed and submitted as supporting documentation for voided printer label postage, instead of using the PS Form 3533. The RA must attach the voided postage to the RSS receipt. If the voided postage is not available, a witness should sign the RSS receipt, or the RA should indicate that no witness was available. The RSS receipt for supporting documentation is printed with the witness's logon ID, name, and the amount.[10] Unit management must review supporting documentation for all entries included on PS Form 1412[11] and review PS Forms 3533 to ensure refunds are warranted and the form is properly completed.[12]

This occurred due to a lack of management oversight over refunds and voided transactions at the retail units. Management did not properly review the documentation supporting the refunds and voids, as required by policy. In addition, RSS did not always print the amount on the receipt when a transaction was voided. Management stated this occurs when an RA needs to print a duplicate receipt for various reasons. The duplicate receipt does not include the voided amount which is how the system is designed. However, if the receipt does not include the amount of the voided postage, it cannot adequately support the voided postage amount reported on the PS Form 1412.

The Postal Service is at risk of revenue loss if transactions are refunded or voided inappropriately. Management cannot determine if refunds and voids are warranted and properly accounted for when there is a lack of or incomplete supporting documentation. During the second quarter of FY 2025, the nine retail units we visited issued over $10,000 in refunds and voided about $27,000 in transactions.

> **Recommendation #1**
>
> We recommend the responsible **Area Retail and Delivery Operations Vice Presidents** coordinate with **District Managers** to reiterate policies to ensure refunds and voids are warranted and unit management is reviewing the Postal Service Form 1412 and supporting documentation.

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7   A retail unit's daily reported amount of voids and refunds may consist of multiple individual transactions.
8   Retail Systems Software is the hardware and software retail transaction system used in retail units.
9   Handbook F-101, *Field Accounting Procedures*, dated July 2023, Section 21-1.
10   Handbook F-101, *Field Accounting Procedures*, dated July 2023, Section 21-4.
11   Handbook F-101, *Field Accounting Procedures*, dated July 2023, Section 2-4.1.
12   Handbook F-101, *Field Accounting Procedures*, dated July 2023, Section 21-1 (d).

Recommendation #2

We recommend the **Vice President, Controller,** update policy to ensure the Retail Systems Software receipts used to support the amount of voided postage include the dollar amount of the postage that was voided.

Postal Service Response

Management agreed with the finding and both recommendations. Regarding recommendation 1, district management will reiterate the relevant policies related to the review of all entries on the PS Form 1412. The target implementation date is January 31, 2026. Regarding recommendation 2, management will strengthen policy language and implement technical improvements that will ensure RSS receipts include the dollar amount of postage that was voided. The target implementation date is August 1, 2026.

OIG Evaluation

The OIG considers management's comments responsive to the recommendations, and corrective actions should resolve the issues identified in the report.

Finding #2: Arrow Keys Oversight

Unit management did not always properly manage certification of arrow keys. A physical review of arrow keys at nine retail units found a total of 84 keys were listed as either "in use" or "in vault" but not found, and 37 arrow keys were found but not listed in the arrow key inventory. In addition, 10 arrow keys' status was incorrect. Specifically, arrow keys were found in carrier slots when the report status was listed as "in vault," "lost or damaged," or "taken by USPIS," as shown in Table 2 .

Table 2. Arrow Keys Inventory

Retail Unit	Total Arrow Keys listed as "In Use" or "In Vault"	Keys Listed But Not Found	Keys Found But Not Listed	Key Status Listed Incorrectly
East Orange Post Office	69	11	18	3
Vailsburg Station	56	1	0	2
Elizabeth Main Post Office	86	0	0	1
El Centro Station	2	0	0	0
Donna Post Office	23	3	2	0
Hidalgo Post Office	8	0	1	0
Chula Vista Post Office	326	55	8	4
Otay Mesa Postal Store	2	2	1	0
San Ysidro Station	50	12	7	0
Total	**622**	**84**	**37**	**10**

Source: OIG inventory of arrow keys.
Note: While we visited 10 retail units, we did not inventory arrow keys at one unit, therefore it was not included in our arrow key review.

According to Postal Service policy,[13] every retail unit must maintain a current inventory of all arrow keys in Retail and Delivery Applications and Report (RADAR) and follow proper procedures when addressing lost, stolen, and/or damaged security locks and keys. Monthly certifications must be conducted by the installation head, or designee, to validate and maintain all key accountability and proper reporting in RADAR between the first and tenth day of every month. The certification process includes:

- Reviewing the key inventory list to ensure the keys are pre-populated with all previous inventory.

- Adding all additional keys not previously recorded to current inventory.

- Verifying and/or updating key status.

- Managing added key(s) and status changes as they occur.

This occurred because management did not properly provide sufficient oversight over the arrow keys certification process. Specifically, management personnel did not properly perform the monthly certification that would reconcile the physical arrow keys with those listed in RADAR. Management certified the inventory listed in RADAR was correct without verifying the physical keys were present at the retail unit.[14]

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13   *United States Postal Service Arrow Key Guidebook Standard Work Instructions*, updated March 2025.
14   Our field operations and mail theft reviews have identified similar findings on the management of arrow key inventories. See OIG website for additional reports.

When there is insufficient oversight and supervision of accountable items, such as arrow keys, there is an increased risk of mail theft, which damages the Postal Service's reputation and diminishes public trust in the nation's mail system. Additionally, arrow keys open mail receptacles, and lost keys can result in undelivered and stolen mail.

Recommendation #3

We recommend the **Area Retail and Delivery Operations Vice Presidents** coordinate with **District Managers** to verify and ensure retail unit management is properly performing the monthly arrow key certification.

Postal Service Response

Management agreed with this finding and recommendation. District management will reiterate policies regarding arrow key accountability and update arrow key inventories for their districts through the certification site. In addition, management will reiterate policy on the return of lost, broken or damaged keys. The target implementation date is January 31, 2026.

OIG Evaluation

The OIG considers management's comments responsive to the recommendations, and corrective actions should resolve the issues identified in the report.

Finding #3: Safeguarding Assets

Unit management did not always adequately secure accountable items, as required by policy. We visited retail units to observe the safeguarding of accountable items and found issues at nine of the 10 retail units.

Accountable Items Not Secured

At seven of the 10 retail units, we found accountable items were not secured as required by policy. Specifically,

- An RA left a cash drawer unsecured, and management left the unit reserve stock unsecured in a day-locked safe; therefore, anyone at the retail unit could access these items as shown in Figure 1. RAs must secure cash drawers overnight in a vault or security container and not allow another employee access to the cash drawer.[15] The unit reserve must be secured in a locked container unless being accessed by the stamp stock custodian.[16]

Figure 1. Cash Drawer and Unit Reserve Stock Unsecured

Source: OIG photo taken at the Donna Post Office, April 3, 2025.

- Management left Voyager Fleet Cards unsecured on a table in the workroom during the business day. Policy requires fleet cards to be kept in secure locations. A process must be in place for carriers to sign for the card associated with the vehicle to ensure the card is returned to the same secure location at the end of the vehicle's usage.[17] During fieldwork, management at the Hidalgo Post Office took corrective action and instituted a process for carriers to sign out Voyager Fleet Cards and to secure the cards in a safe rather than leave them unsecured in the workroom during the business day.

- RAs left round date stamps and stamped envelopes unsecured overnight, as shown in Figure 2. Accountable items must be stored in secure locations, such as a vault, safe, or security container.[18]

Figure 2. Unsecured Round Date Stamp and Stamped Envelopes

Source: OIG photo taken at the Elizabeth Main Post Office, April 24, 2025.

Source: OIG photo taken at the San Ysidro Station, April 8, 2025.

Duplicate Key, Combination and Password

At seven of the 10 retail units, we found issues with duplicate key, combination, and password security. Specifically,

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15 Handbook F-101, *Field Accounting Procedures*, dated July 2023, Section 3-2.4.
16 Handbook F-101, *Field Accounting Procedures*, dated July 2023, Section 3-3.2 g1.
17 *Voyager Fleet Card Standard Operating Procedure*, dated October 2023, Section 2.1.
18 Handbook F-101, *Field Accounting Procedures*, dated July 2023, Sections 3-3.2 and 3-6.1b.

- Management and retail associates did not properly complete or secure PS Form 3977, *Duplicate Key, Combination, and Password Envelope,* envelopes for duplicate keys, combinations, and passwords, as shown in Figure 3. Retail units must use PS Form 3977 envelopes and must ensure the employee, and a witness, provide a signature on the envelope, seal the envelope, and stamp a postmark on both flaps of the envelope.[19] In addition, each retail unit must ensure the envelopes are secured in the main safe or vault.[20]

Figure 3. PS Forms 3977 Not Complete or Secured

Source: OIG photo taken at the Newark - Vailsburg Station, April 23, 2025.

Source: OIG photo taken at the San Ysidro Station, April 8, 2025.

Building, Safe, and Vault Security

At three of the 10 retail units, we found issues with the security of the building, safe, or vault. Specifically,

- A Postal unit's safe door was unable to close. During business hours, all safes must remain closed and day-locked.[21]

- Postal unit employees left doors to the workroom floor unlocked during the business day. At all times, including during regular business hours, all doors, except customer entrances, must remain locked.[22]

This issue occurred because management did not follow the policies for safeguarding accountable items. When management does not safeguard accountable items, there is an increased risk of loss or theft.

Recommendation #4

We recommend the responsible **Area Retail and Delivery Operations Vice Presidents** coordinate with **District Managers** to reiterate to unit management the policies for providing adequate security for all accountable items.
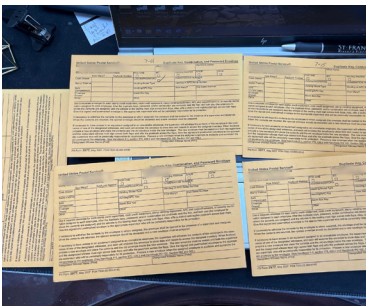
Postal Service Response

Management agreed with this finding and recommendation. District management will reiterate security policies for all accountable items. The target implementation date is January 31, 2026.

OIG Evaluation

The OIG considers management's comments responsive to the recommendations, and corrective actions should resolve the issues identified in the report.

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19   Handbook F-101, *Field Accounting Procedures,* dated July 2023, Section 3-8.2.1 (b).
20   Handbook F-101, *Field Accounting Procedures*, dated July 2023, Section 3-8.2.2 (a).
21   Handbook F-101, *Field Accounting Procedures*, dated July 2023, Section 3-9.1.
22   Handbook F-101, *Field Accounting Procedures*, dated July 2023, Section 3-10.2.

Appendices

Appendix A: Additional Information

Scope and Methodology

The audit determined compliance with policies and procedures regarding financial controls and safeguarding assets at selected Postal Service retail units as of April 2025. While performing fieldwork for an audit of the Bank Secrecy Act Compliance Program,[23] the audit team identified potential security matters and financial control issues that required management's attention at selected locations. A memo was provided to Postal Service management providing them with the issues identified during observations. The sites visited for this audit were chosen based on that memo and efficiency of travel to the other sites. See Table 3 for the retail units visited.

Table 3: In-Scope Retail Units

Retail Unit	Address	City	State	Zip
East Orange Main Office	26 City Hall Plz	East Orange	NJ	07018
Vailsburg Station	210 Stuyvesant Ave	Newark	NJ	07106
Elizabeth Main Office	310 N Broad St	Elizabeth	NJ	07208
Pleasant Hills Post Office	500 Regis Ave	Pittsburgh	PA	15236
El Centro Station	1300 Matamoros St	Laredo	TX	78040
Donna Main Office	509 N Salinas Blvd	Donna	TX	78537
Hidalgo Post Office	920 E Coma Ave	Hidalgo	TX	78557
Chula Vista SDC	750 3rd Ave	Chula Vista	CA	91910
Otay Mesa Postal Store	650 Dennery Rd Ste 102	San Diego	CA	92154
San Ysidro Station	440 W San Ysidro Blvd	San Ysidro	CA	92173

Source: USPS Enterprise Data Warehouse.

To accomplish our objective, we:

- Reviewed policies and procedures related to Postal Service financial controls and safeguarding assets.

- Interviewed Postal Service management and RAs at the retail units.

- Observed the safeguarding of assets at selected retail units to determine compliance with security policies.

- Reviewed selected financial activity regarding refunds and voids to determine whether supporting documents were retained, completed as required, and monitored by management.

- Reviewed the arrow key inventory per RADAR to the arrow keys present at the selected retail units.

We conducted this performance audit from February through August 2025 in accordance with generally accepted government auditing standards and included such tests of internal controls as we considered necessary under the circumstances. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective. We discussed our observations and conclusions with management on July 17, 2025, and included its comments where appropriate.

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23 *Bank Secrecy Act Compliance Program* (Report Number 24-043-R24).

In planning and conducting the audit, we obtained an understanding of internal controls over physical security and financial reporting at retail units to help determine the nature, timing, and extent of our audit procedures. We reviewed the management controls for overseeing the program and mitigating associated risks. Additionally, we assessed the internal control components and underlying principles and determined that the control activities component was significant to our audit objective.

We developed audit work to ensure that we assessed these controls. Based on the work performed, we did identify internal control deficiencies related to physical security and financial reporting at retail units that were significant within the context of our objectives. Our recommendations, if implemented, should correct the weaknesses we identified.

We assessed the reliability of Postal Service Enterprise Data Warehouse and Accounting Data Mart data by tracing account identifier code (AIC) activity final amounts to supporting documentation and applied logical tests to the date and AIC data fields. We determined that the data were sufficiently reliable for the purposes of this report.

Prior Audit Coverage

Report Title	Objective	Report Number	Final Report Date	Monetary Impact
Bank Secrecy Act Compliance Report	Evaluate the Postal Service's BSA and anti-money laundering program for compliance with recordkeeping, reporting and training regulations.	24-043-R24	08/05/2024	None
Arrow Key Management Controls	Assess the effectiveness of the U.S. Postal Service's management controls for arrow keys.	19-033-R20	08/31/2020	None

Appendix B: Management's Comments

UNITED STATES POSTAL SERVICE

8/1/2025

LAURA LOZON
DIRECTOR, AUDIT SERVICES

SUBJECT: Management Response: *Financial Controls and Safeguarding Assets at Selected Units (25-042-DRAFT)*

Thank you for providing the Postal Service with an opportunity to review and comment on the findings and recommendations contained in the draft audit report, *Financial Controls and Safeguarding Assets at Selected Units (25-042-DRAFT)*

Address the Findings: Management generally agrees with the findings.

Following are our comments on each of the four recommendations.

Recommendation 1: We recommend the responsible **Area Retail and Delivery Operations Vice Presidents** coordinate with **District Managers** to reiterate policies to ensure refunds and voids are warranted and unit management is reviewing the Postal Service Form 1412 and supporting documentation.

Management Response/Action Plan:
Management agrees with this recommendation.
The Area Retail and Delivery Operations Vice Presidents will coordinate with District Managers, to reiterate the policy found in Handbook F-101, section 2-4.1. Specifically, under Field Unit Managers and "Daily responsibilities" as it pertains to the review of all entries on the PS Form 1412, in addition to supporting documentation for all refunds and voids to ensure procedural compliance at the unit level.

Target Implementation Date: 01/31/2026

Responsible Official:
Area Retail and Delivery Operations Vice Presidents

Recommendation 2: We recommend the **Vice President, Controller,** update policy to ensure the RSS receipts used to support the amount of voided postage include the dollar amount of the postage that was voided.

Management Response/Action Plan:
Management Agrees with this recommendation.
The F-1B (that will replace the F-101) has strengthened policy language related to AIC 509 replacement receipts. A technological improvement will be implemented in RSS to print the dollar amount on a replacement AIC 509 receipt.

Target Implementation Date:
The F-1B policy is targeted by 12/31/2025. The RSS enhancement is based upon RSS scheduled releases and targeted by 8/1/2026

Responsible Official:
Senior Director Revenue and Field Accounting

Recommendation 3: We recommend the **Area Retail and Delivery Operations Vice Presidents** coordinate with **District Managers** to verify and ensure retail unit management is properly performing the monthly arrow key certification.

Management Response/Action Plan:
Management agrees with this recommendation.
Area VP's will coordinate with District managers to reiterate policy with arrow key accountability and update arrow key inventories for their Districts through the Arrow Key Monthly / Annual Certification site. Additionally, policy will be reiterated to return damaged / broken keys to NMCS and notify the Postal Inspection Service when keys are missing or lost.

Target Implementation Date: 01/31/2026

Responsible Official:
Area Retail and Delivery Operations Vice Presidents

Recommendation 4: We recommend the responsible **Area Retail and Delivery Operations Vice Presidents** coordinate with **District Managers** to reiterate to unit management the policies for providing adequate security for all accountable items.

Management Response/Action Plan:
Management agrees with this recommendation.
Area VP's will coordinate with District managers to reiterate policy for providing adequate security for all accountable items.

Target Implementation Date: 01/31/2026

Responsible Official:
Area Retail and Delivery Operations Vice Presidents

Cara M. Greene
VP, Controller

Michael Rakes
VP, Retail & Delivery Operations, Atlantic Area

Chenise R. LeDoux
VP, Retail & Delivery Operations, Southern Area

Eduardo H. Ruiz Jr,
VP, Retail & Delivery Operations, WestPac Area

cc: *Corporate Audit & Response Management*

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